Thai President Foods Public Company Limited
Management Discussion and Analysis
For the three-month and six-month periods ended 30 June 2026

1. Performance Results

For the operating result of second Quarter ended June 30, 2026 and six-month period ended June 30, 2026 with the Statement of Comprehensive Income presented as below.

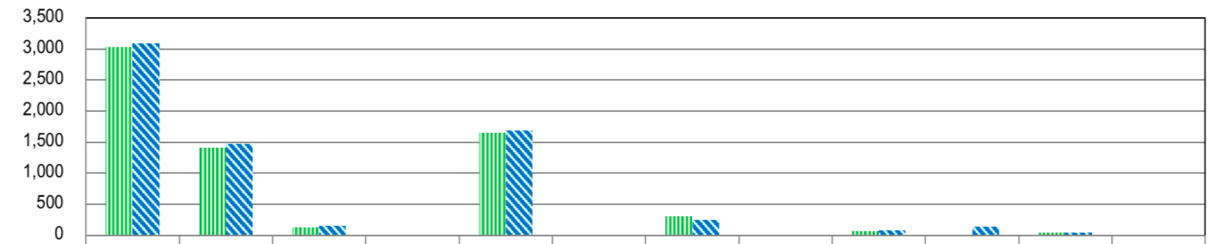
Unit: Million Baht

	The three-month period ended 30 June		Change	The six-month period ended 30 June		Change
	2026	2025	%	2026	2025	%
Sales	6,684.17	6,935.75	-3.63%	13,063.86	13,987.72	-6.60%
Cost of sales	4,446.67	4,734.76	-6.08%	8,691.69	9,560.16	-9.08%
Gross profit	2,237.50	2,200.99	1.66%	4,372.17	4,427.56	-1.25%
Gross profit margin	33.47%	31.73%	0.00%	33.47%	31.65%	0.00%
Dividend income	35.99	28.76	25.15%	110.54	84.59	30.68%
Other income	144.03	184.79	-22.06%	214.76	244.82	-12.28%
Selling and administrative expenses	1,200.49	1,180.97	1.65%	2,360.86	2,262.63	4.34%
Loss on exchange	-	14.38	-100.00%	-	-	-
Profit from operating activities	1,217.03	1,219.19	-0.18%	2,336.61	2,494.33	-6.32%
Share of profit from investments in associates and joint venture	52.89	43.37	21.93%	96.01	96.78	-0.80%
Finance income	142.45	171.09	-16.74%	283.02	339.03	-16.52%
Finance cost	(1.12)	(1.18)	-5.20%	(2.37)	(2.42)	-1.91%
Income tax expenses	(247.57)	(237.07)	4.43%	(449.35)	(461.82)	-2.70%
Non-controlling interests of the subsidiaries	223.90	257.81	-13.16%	438.00	546.84	-19.90%
Profit on equity holders of the Company	**939.77**	**937.59**	**0.23%**	**1,825.93**	**1,919.08**	**-4.85%**

1.1 Sales

The Company reported sales revenue of Baht 6,684.17 million and Baht 6,935.75 million for the second quarters of 2026 and 2025, respectively, representing a decrease of 3.63%. For the first six months of 2026, sales revenue amounted to Baht 13,063.86 million, a decrease of Baht 923.86 million, or 6.60%, compared with the same period of the previous year.

Sales Revenue Classified by Product Type (Unit: Million Baht)



	Instant Noodles and Semi-finished Food		Confectionery		Bakery		Packaging		Fruite Juice		Others	
	Domestic	Foreign	Domestic	Foreign	Domestic	Foreign	Domestic	Foreign	Domestic	Foreign	Domestic	Foreign
Q2-2026	3,032.10	1,418.72	131.44	3.27	1,658.38	-	308.69	4.87	64.34	14.37	48.01	-
Q2-2025	3,092.18	1,474.83	155.29	9.24	1,694.72	-	247.75	2.44	80.00	139.28	40.02	-

In the second quarter of 2026, domestic sales of instant noodles and instant food products decreased by 1.94% compared with the same period last year. The decline was primarily attributable to weaker consumer spending and consumption following the conclusion of the "Khonlakhrueng Plus" economic stimulus program in December 2025. In addition, the closure of the Thailand-Cambodia border checkpoints adversely affected border trade activities, resulting in lower sales in border areas. Sales of bakery products decreased by 2.14% from the corresponding period of the previous year, mainly due to intense competition within the industry, particularly the entry of new market participants, as well as reductions in selling prices.

For overseas markets, sales of instant noodles and instant food products declined by 3.80% compared with the second quarter of 2025. The decrease was mainly attributable to the Thailand-Cambodia border situation, which led to anti-Thai consumer sentiment and negatively affected demand for products originating from Thailand, including instant noodles.

Despite the decline in overall domestic and international sales, the Company has closely monitored the situation and prepared proactive measures to address these challenges, including adjusting marketing strategies, expanding distribution channels, and developing new products to meet consumer demand amid rapidly changing market conditions.

1.2 Cost of Sales

In the second quarter of 2026, the Company's cost of sales amounted to Baht 4,446.67 million, a decrease of Baht 288.09 million, or 6.08%, compared with the same period of the previous year. For the first half of 2026, cost of sales amounted to Baht 8,691.69 million, a decrease of Baht 868.47 million, or 9.08%, compared with the same period of 2025.

The ratio of cost of sales to sales revenue in the second quarter of 2026 was 66.53%, down from 68.27% in the second quarter of 2025. This improvement was mainly attributable to lower raw material prices, resulting in an improvement in the gross profit margin.

1.3 Selling and Administrative Expenses

In the second quarter of 2026, the Company's selling and administrative expenses totaled Baht 1,200.49 million, an increase of Baht 19.52 million, or 1.65%, compared with the same period of the previous year. The increase was mainly attributable to higher marketing expenses, advertising and promotional expenses, as well as depreciation expenses.

1.4 Net Profit

In the second quarter of 2026, the Company reported net profit attributable to owners of the Company of Baht 939.77 million, an increase of Baht 2.18 million, or 0.23%, compared with the same period of the previous year. The increase was primarily attributable to the overall decline in cost of sales, which contributed to improved profitability. As a result, the Company's net profit margin increased to 14.06% in the second quarter of 2026, compared with 13.52% in the corresponding period of 2025.

However, for the first six months of 2026, the Company reported net profit attributable to owners of the Company of Baht 1,825.93 million, a decrease of Baht 93.15 million, or 4.85%, compared with the same period of the previous year. The decline was primarily attributable to lower sales revenue, as discussed above.

2. Financial Position

As of 30 June 2026, the consolidated statement of financial position of the Group showed the following changes compared to 31 December 2025:

2.1 Assets

Unit: Million Baht

	Total assets			
	30-Jun-2026	**31-Dec-2025**	**Change**	**(%)**
Cash and cash equivalents	6,324.66	6,114.61	210.05	3.44%
Trade and other current receivables	3,228.76	3,630.30	(401.54)	-11.06%
Securities purchased under resale agreements	675.66	383.19	292.47	76.33%
Current portion of long-term loans to related parties	1.06	-	1.06	100.00%
Current portion of long-term loans to unrelated parties	1,000.00	1,000.00	-	-
Inventories	2,536.80	2,042.24	494.56	24.22%
Other current financial assets	12,900.13	13,227.26	(327.13)	-2.47%
Other current assets	285.86	243.33	42.53	17.48%
Total current assets	26,952.93	26,640.93	312.00	1.17%
Loan and Investment in associates, joint venture	4,424.82	4,324.57	100.25	2.32%
Other non-current financial assets	11,619.76	10,310.31	1,309.45	12.70%
Investment properties	365.92	365.92	-	-
Property, plant and equipment	9,384.16	9,554.62	(170.46)	-1.78%
Other non-current assets	426.09	379.90	46.19	12.16%
Total non-current assets	**26,220.75**	**24,935.32**	**1,285.43**	**5.16%**
Total assets	**53,173.68**	**51,576.25**	**1,597.43**	**3.10%**

As of June 30, 2026, the Company’s total assets amounted to Baht 53,173.68 million, an increase of Baht 1,597.43 million, or 3.10%, from the end of the previous year. The Company’s major assets comprised current assets of Baht 26,952.93 million, representing 50.69% of total assets, and non-current assets of Baht 26,220.75 million, representing 49.31% of total assets. The increase in total assets was primarily attributable to an increase in other non-current financial assets.

2.2 Liabilities and Shareholders' Equity

Unit: Million Baht

	Total liabilities and shareholders' equity			
	30-Jun-2026	31-Dec-2025	Change	(%)
Trade and other current payables	2,184.07	2,150.95	33.11	1.54%
Current portion of long-term lease liabilities	39.46	44.05	(4.58)	-10.40%
Other current liabilities	1,194.20	1,223.06	(28.86)	-2.36%
Other non-current liabilities	1,250.45	1,276.95	(26.50)	-2.07%
Total liabilities	**4,668.18**	**4,695.00**	**(26.82)**	**-0.57%**
Total shareholders' equity	**48,505.50**	**46,881.25**	**1,624.25**	**3.46%**

Total liabilities as of June 30, 2026 stood at Baht 4,668.18 million, decreasing by Baht 26.82 million, or 0.57%, compared with December 31, 2025. This decrease was mainly due to lower balances of other current liabilities and other non-current liabilities. The Company's key liability components were trade and other current payables and non-current liabilities, representing 46.79% and 26.79% of total liabilities, respectively. The Company maintained a debt-to-equity ratio of 0.10 times, indicating a low leverage level.

Shareholders' equity attributable to the Company amounted to Baht 48,505.50 million as of June 30, 2026, increasing by Baht 1,624.25 million, or 3.46%, from the end of the previous year, primarily driven by profits generated from the Company's operations during the period.

3. Liquidity Position

For the six-month period ended 30 June 2026, the cash flow statement can be summarized as follows:

Unit: Million Baht

	January - June	
	2026	**2025**
Net cash flows from operating activities	2,078.37	2,147.73
Net cash flows used in investing activities	(926.04)	(721.89)
Net cash flows used in financing activities	(986.18)	(1,205.09)
Increase (decrease) in translation adjustments	43.90	0.13
Net increase (decrease) in cash and cash equivalents	**210.05**	**220.87**

As of June 30, 2026, the Company generated net cash flows from operating activities of Baht 2,078.37 million. Net cash used in investing activities and financing activities amounted to Baht 926.04 million and Baht 986.18 million, respectively. As a result, the Company recorded a net increase in cash and cash equivalents of Baht 210.00 million during the period.

Please kindly be informed accordingly

Your sincerely,

(Mr. Wasan Boonsampankit)

Finance and Investment Department Manager (CFO)

August 14, 2026